DOCUMENT RESUME

ED 400 374 CE 071 488

AUTHOR	Sywak, Marjorie
TITLE	A Winning Resume: A Guide to Writing an Effective Resume for Older Job Seekers.
INSTITUTION	American Association of Retired Persons, Washington, D.C.
PUB DATE	91
NOTE	28p.
AVAILABLE FROM	American Association of Retired Persons, Fulfillment, 601 E Street, N.W., Washington, DC 20049 (1-15 copies, free; 50 copies, $10; stock number D13961).
PUB TYPE	Guides - Non-Classroom Use (055)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	Adult Education; Educational Experience; Employment Experience; *Job Search Methods; Middle Aged Adults; Older Adults; Personnel Selection; *Qualifications; *Resumes (Personal)
IDENTIFIERS	*Older Workers

ABSTRACT

This guide begins with a description of what a resume is and why it is important to have a resume. It explores kinds of resumes and recommends the type of background information that a resume should include. A list of guidelines for preparing a list of accomplishments follows. The elements of a resume are then outlined. The guide also contains the following: special tips for the older worker; resume writing checklist; phrases to consider in resumes, marketing letters, or interviews; a list of sample functional areas for a functional resume; a list of skill words; chronological resume format; functional resume format; and five sample resumes. (YLB)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED 400 374

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

S Dunaway

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

A WINNING RESUME

A Guide

to Writing an Effective Resume for Older Job Seekers

BEST COPY AVAILABLE

AARP

CE031468

A Winning Resume was written by Marjorie Sywak, Ph.D., Principal, Resource Options, Oakland, California.

Copyright ©1991, American Association of Retired Persons.
Reprinting with permission only.

A Winning Resume

A resume is a written summary of your skills, achievements, and work experience. It is used to communicate to employers what you can do for them.

There are many ways to write resumes, and different ideas about what should and should not be included. This booklet will help you choose the format that most favorably presents your background as it relates to the kind of position you are currently seeking.

Although it is important to have a good resume, it is also important to remember that a resume by itself will not get you a job.

A resume is a supplement to the main focus of your job search—personal meetings with contacts and employers. Many job seekers initially reject this idea because they find it much more comfortable to mail out resumes and letters and sit back waiting for results. This is usually not effective.

Why Do You Need a Resume?

1. **A Self-Inventory**
   The process of writing a resume helps you to assess your strengths and accomplishments and to focus your job search.

2. **A Sales Brochure**
   A resume is intended to sell you to potential employers. For that reason, you want to include only information that will make employers want to meet with you.

3. **A Reminder after an Interview**
   It's always best if you can wait to send a resume until after you've met with a potential employer. Then you can tailor your resume to the particular position. This resume can serve as a reminder of you after the interview. It can be shown to others who did not have a chance to meet you.

4. **A Screening Document for Agencies and Recruiters**
   The resume is necessary for working with agencies and recruiters because it gives them a convenient summary of your background that can be forwarded to an employer.

5. **Answering Newspaper Ads**
   A resume and cover letter are usually used when answering newspaper job announcements.

What Kind of Position Are You Looking For?

Before you can write an effective resume, you need to know what kind of job you want. Otherwise, it can be like packing for a vacation without knowing where you're going. How do you know what to put in the suitcase? With a specific job objective in mind, you'll know what part of your background and experience to emphasize.

What Kind of Resume Should You Use?

1. **Chronological**
   The chronological resume presents your work history and accomplishments in reverse chronological order. It contains job titles, employer names, and dates worked and describes what you did in each job. It is most suited for individuals who:
   - Have a steady record of employment in an industry or functional area.
   - Want to stay in the same line of work.

2. **Functional**
   The functional resume emphasizes your skills or areas of functional expertise. It often does not include names of employers or dates. It is best suited for individuals who:
   - Want to change careers.
   - Want to return to a professional area they worked in earlier in their career.
   - Have large time gaps in their work history.
   - Have extensive accomplishments in volunteer work or hobbies.

3. **The Combination**
   Chronological and functional elements can be combined in a single resume. This can be a useful technique for individuals who:
   - Want to emphasize their unique skills and accomplishments.
   - Want to de-emphasize certain parts of their employment history.

   Midlife and older workers with extensive work experience may find this format most versatile for their needs.

What Kind of Background Information Should You Include in a Resume?

Any organization is primarily interested in hiring someone who can help them accomplish important tasks and solve problems.

In the positions you've held, you have no doubt done many jobs that have had a positive impact on the organizations for which you have worked. Communicating these tangible accomplishments is the best evidence that you are a highly effective employee and that you can use your skills to achieve important results.

Yet, when you begin thinking about what you've done, you may find it difficult to remember your past achievements and contributions. For this reason, an important step in writing your resume is to take some time to develop a list of accomplishments.

GUIDELINES FOR PREPARING ACCOMPLISHMENTS

1. State what you did briefly and clearly using strong action verbs.

2. Specify the results or impact on the organization using numbers or percentages whenever possible.

   Examples:

   - Negotiated favorable lease agreements (new and renewal), maintaining a low vacancy rate for the complex during a soft rental market.

   - Communicated extensively with customers inquiring about a 150-item product list. This communication decreased the number of returned orders by 20 percent.

   - Wrote and edited monthly Human Resources Law Newsletter, distributed to all divisions keeping key personnel current with evolving case law in personnel arena.

   - Coordinated various community groups for a major fund-raiser, increasing volunteer participation by 35 percent over previous year.

   - Planned and supervised special event for 100 people, coordinating all details.

   - Initiated and implemented a strategy for consolidating computer operations from three centers to two at a significant cost savings and without interrupting processing.

- Effectively evaluated thousands of emergency calls, quickly setting priorities and re-evaluating them, resulting in 10-minute response time for critical calls.

What Are the Elements of a Resume?

1. **Contact Information**
   At the top of your resume you should clearly state your name, current address, and telephone number.

2. **Objective**
   The objective is a clear statement of the type of work for which you are looking. Its purpose is to answer the question, ·What kind of work are you seeking?· If you have a direct answer to that question, you can write a simple objective:

   Food Services Worker
   Personnel/Employee Relations Manager
   Executive Secretary
   Chief Financial Officer

3. **Resume Headline**
   If your objective is more general, you can use a resume headline or a resume summary.

   Both state the type of job you are seeking in general terms. As an example, instead of writing "Office Manager," you could state "General Office Management and Supervision" as your objective. This gives your resume greater flexibility because job titles vary from company to company.

   Other Sample Headlines:

   - Administrative Support Specialist with broad experience in project coordination, problem solving, communication, public relations, and supervision.

   - Financial Manager with extensive experience in cost accounting, financial reporting, budget development/reporting, forecasting, inventory analysis, establishment of accounting policies, procedures, and controls.

   - General Management Executive with a wide range of accomplishments in developing and managing multi·unit outlets, including the development of people, profits and resources in both existing and new markets.

- Home Maintenance Specialist with diverse background in plumbing, electrical wiring, painting, and appliance repair and significant expertise in kitchen and bathroom remodeling.

4. **Summary**

In addition to an objective, your resume can include a skills and experience summary. It should highlight your strengths, skills, knowledge, and achievements related to your objective. You might also want to mention what you can bring to the employer, e.g., developing and managing an effective sales organization.

You can label this section in various ways: *Summary, Qualifications Summary,* or *Profile.*

For example, one candidate interested in a position as an executive secretary included the following profile:

> Provided administrative and secretarial support for senior executives at Ocean Front Properties.

Expertise lies in accuracy, excellent human relations and communication skills, and organizational abilities.

Secretarial skills:

- Word Perfect 5.1 (90 wpm)
- IBM Wheelwriter III typewriter
- Sharp and Panasonic Facsimile machines
- IBM Displaywriter
- Lanier dictaphone and transcription equipment

5. **Employment History**

If you have had steady, long-term employment, you will want to include a documentation of your work history.

In a resume, the description of each of your most recent positions should contain:

- Your job title
- Employer's name
- Dates of employment (in years only)

If you have a very long career history, you may summarize earlier periods in your career, e.g.,

1934 - 1950 Positions of increasing responsibility from Salesman to Regional Sales Manager

You can also omit earlier periods of your work history entirely.

You may also include titles and dates of significant volunteer work experience without specifically labeling them as volunteer.

6. **Education**
List your education in reverse chronological order, starting with your highest degree. You do not need to include the dates of your degree or your major if it does not relate to your current objective.

You do not need to list your year of graduation if you're concerned about age discrimination.

If you attended college but didn't graduate, you can list the college without stating the degree.

If your formal education ended with high school, you do not need to have an education section.

Be sure to list special courses, seminars, or workshops you have taken which relate to your job objective.

7. **Additional Information**
Other information may be included under additional headings, such as professional memberships or affiliations, publications, community activities, military service, etc.

Knowledge of foreign languages should be included if they relate to your job objective.

Don't include personal information such as birth date, height and weight, marital status, number of children, etc.

8. **Using your Resume in the Job Search**
You may use your resume to answer newspaper ads and to contact agencies or recruiters. It is best, however, to present it personally or leave it after an interview. Then it has more meaning for the person receiving it, and he or she is much more likely to take some action vis-à-vis your situation.

Try-never to send your resume ahead of you. Always leave one behind.

9. **Letters of Reference**
An unsolicited letter of reference attached to a resume is probably a waste of time. At the appropriate moment in the interview process, however, it can be a useful tool. The best way to obtain an effective letter of reference is to help out the writer

by providing a copy of your resume and perhaps samples of work you would like mentioned. The letter should attest to your specific job skills and accomplishments. If it is laudatory but non-specific, many interviewers will disregard it.

A good letter might, for instance, give examples of your leadership skills: "Joan was especially effective in putting together a project team to automate the office. She produced a plan which got people involved in equipment selection and training." The letter should be based in fact so you don't end up sounding too good to be true.

How many letters will be useful depends on what you want confirmed. Documentation of skills in an area of prime concern to a prospective employer is most important. Offer your letters of reference during an interview to convince the interviewer that your resume can be supported by facts.

SPECIAL RESUME TIPS FOR THE OLDER WORKER

Emphasize the positive attributes of age, including:

- Accumulated experience, maturity, judgment, perspective, increasing responsibility, consistent achievement.
- Hard working and responsible.
- Ability to make a contribution immediately (as opposed to a younger job seeker's untested potential).
- Willingness to work on short-cycle, project-oriented basis.
- Flexibility to adapt to new ideas.

De-emphasize dates and years:

- Omit dates of your degrees.
- Omit earliest jobs

REMEMBER

1. Keep it concise—two pages maximum.

2. Present the highlights of your career, not the whole story. It is a marketing piece, not an autobiography.

3. Your own sense of what should be in your resume is important. Make sure you feel comfortable and proud of everything in your resume.

4. You need a clear sense of the type of position you are seeking before you write a resume. Thus resume writing comes after self-assessment, not before.

5. There are few rules in resume writing. The format you choose should be the one that most favorably presents your job history as it relates to your current objective.

6. Keep in mind the level of the persons in the organization you want to read your resume — emphasize the aspects of your background that will appeal to them.

7. Never put anything in your resume that is not true, but choose only information that presents your professional history most favorably.

RESUME WRITING CHECKLIST

1. **Visual Impact**

   Neat, clean, good quality paper, easy to scan.

2. **Layout**

   Clearly typed and reproduced, good margins and use of white space, use of upper- and lower-case letters and underlining to highlight important information.

3. **Length**

   Could the resume tell the same story if it were shorter?

4. **Writing Style**

   Clear, concise, logical flow of information, jargon kept to a minimum.

   Consistent style and form.

5. **Action and Achievement Oriented**

   Use of action verbs to convey impressions of person as a "doer."

   Are skills and achievements emphasized? Descriptions quantified?

6. **Specific and Relevant**

   Has all superfluous/extraneous material been eliminated? Does resume focus on specific information about experiences and accomplishments related to job or career objective?

7. **Complete and Accurate**

   No typographical or spelling errors, no forgotten zip codes or phone numbers, etc.

8. **The Bottom Line**

   Does the resume achieve its purpose? Does it arouse interest on the part of the employer? Does it get the applicant invited for an interview?

PHRASES TO CONSIDER IN RESUMES, MARKETING LETTERS, OR INTERVIEWS

Expressions that can be used in the resume summary and letters

- Extensive experience
- Progressive experience
- Broad range experience
- Comprehensive experience
- Substantial experience
- Increasing responsibility
- Major strength(s)
- Outstanding record in
- Outstanding results
- Worked effectively with
- Highly successful record in
- Strong background in
- Capable of
- Thorough familiarity with
- A proven record in
- Key strengths include
- Successful accomplishments in
- Areas of expertise
- Proven executive
- Results-oriented assistant
- Results-oriented professional
- Outstanding track record

Phrases that indicate part in group effort

- Contributed to
- Participant in
- Key member of task force
- Instrumental in
- As a team member

Phrases that are useful in discussing job change

- Career Objectives
- Career change
- Interested in changing current business affiiiation
- New career challenge
- New career direction
- New opportunity
- New position
- Position more in line with current career goals
- Re-evaluation/Reassessment of goals

Phrases to explain loss of job

- Acquisition
- Change in strategic direction
- Closing
- Consolidation
- Curtailment
- Cutback
- Decentralization
- Divestiture
- Merger
- Reduction in force
- Relocation
- Reorganization
- Resizing
- Restructuring
- Retrenchment
- Streamlining

Phrases to describe education other than listed degrees

- Additional training in
- Attended
- In-house training
- Seminar in
- Business Management Programs
- Continuing Ed.
- Program in
- Studies in

SAMPLE FUNCTIONAL AREAS FOR A FUNCTIONAL RESUME

Administration
Analysis
Auditing
Bookkeeping
Communications
Community Organizing
Computer Use
Consulting
Contract Administration
Coordination
Counseling
Curriculum Development
Customer and Client Relations/Service
Data Analysis
Data Collection/Entry
Designing
Editing
Engineering
Evaluation
Facilitating
Financial Research/Planning/Analysis
Forecasting
Fund Raising
Human Resource Management
Interpreting
Interviewing
Inventory Control
Management
Marketing
Media Relations
Mediation
Merchandising
Negotiation
Nursing
Office Support
Operations Analysis
Organizational Development Planning
Problem Solving
Product Presentation/Demonstration
Production
Program Development/Analysis
Promotion
Public Relations
Public Speaking
Purchasing
Quality Control/Assurance
Record Keeping
Reporting
Research
Sales
Special Events Planning
Staff Development
Supervision
Systems Analysis/Design
Team Building
Training
Writing

SKILL WORDS

The following list of action verbs can help you in writing the descriptions of your work experience for your resume.

Accelerated
Accomplished
Adapted
Adjusted
Administered
Advertised
Advised
Analyzed
Announced
Arranged
Assembled
Assisted
Attained
Balanced
Built
Calculated
Catalogued
Chaired
Changed
Collaborated
Communicated
Compared
Compiled
Completed
Computed
Conceptualized
Conducted
Consolidated
Constructed
Consulted
Contracted
Converted
Created
Defined
Delegated
Demonstrated
Deposited
Designed
Developed
Devised
Directed
Distributed
Drafted
Edited
Educated
Eliminated
Encouraged
Entertained
Established
Estimated
Evaluated
Examined
Executed
Expanded
Explained
Fabricated
Facilitated
Familiarized
Figured
Filed
Formulated
Founded
Generated
Grouped
Guided
Handled
Hired
Identified
Illustrated
Implemented
Improved
Improvised
Indexed
Influenced
Informed
Initiated
Innovated
Inspected
Installed
Instituted
Instructed
Integrated
Interviewed
Introduced
Invented
Investigated
Introduced
Invented
Investigated
Kept record
Launched
Led
Made
Maintained
Managed
Marketed
Moderated
Modified
Monitored
Motivated
Negotiated
Obtained
Operated
Ordered
Packed
Persuaded
Pioneered
Planned
Prepared
Presented
Presided
Processed
Produced
Programmed
Promoted
Proposed
Publicized
Recommended
Recorded
Recruited
Redesigned
Reduced
Referred
Related
Repaired
Reported
Researched
Restocked
Revised
Served
Set up
Shaped
Simplified
Sold
Solved
Sparked
Specified
Staffed
Stimulated
Streamlined
Strengthened
Stretched
Structured
Succeeded
Summarized
Surveyed
Synthesized
Systematized
Tested
Tracked
Traded
Trained
Transformed
Transmitted
Tripled
Typed
Uncovered
Unified
Unraveled
Upgraded
Used
Verified
Wrote

CHRONOLOGICAL RESUME FORMAT

_____(Name)

_____(Address)

_____(City, State, Zip Code)

_____(Telephone #)

POSITION OBJECTIVE AND/OR BACKGROUND SUMMARY, RESUME HEADLINE, OR SKILL SUMMARY

_____

_____

_____

WORK EXPERIENCE

Company _____

Location (City, State) _____

Dates Employed _____

Job Title: _____ Dates: _____

Scope of Responsibilities: _____

_____

Accomplishments:

- _____
- _____
- _____
- _____

CHRONOLOGICAL RESUME FORMAT — page 2

Company _____

Location (City, State) _____

Dates Employed _____

Job Title: _____ Dates: _____

Scope of Responsibilities: _____

_____

Accomplishments:

- _____
- _____
- _____
- _____

EDUCATION

School _____

Location (City, State) _____

Year of Graduation _____

Degree Awarded and Major Field _____

COMMUNITY/PROFESSIONAL AFFILIATIONS (optional)

_____

_____

_____

FUNCTIONAL RESUME FORMAT

_____(Name)

_____(Address)

_____(City, State, Zip Code)

_____(Telephone #)

POSITION OBJECTIVE

_____

_____

PROFESSIONAL SUMMARY

_____

_____

MAJOR ACCOMPLISHMENTS

_____ (Function)

_____

_____

_____

_____ (Function)

_____

_____

_____

FUNCTIONAL RESUME FORMAT — page 2

WORK EXPERIENCE

Company _____

Location (City, State) _____

Dates Employed _____

Job Title: _____ Dates: _____

Company _____

Location (City, State) _____

Dates Employed _____

Job Title: _____ Dates: _____

EDUCATION (optional)

School _____

Location (City, State) _____

Year of Graduation _____

Degree Awarded and Major Field _____

Sample resume for a professional who wants to pursue a consulting career.

ARNOLD B. PATRICK, P.E.

490 Iris Lane
Lafayette, California 94549
Office: (415) 234-1122
Home: (415) 457-0789

Project Engineering — Construction Management — Purchasing Professional with extensive capital project experience and significant accomplishments in contract negotiations, claim settlements, project management, construction management, and capital expansion programs.

EMPLOYMENT HISTORY:

LERNER CORPORATION	1966 - Present
Manager Project Engineering & Capital Purchasing	1983 - Present
Manager Project Engineering Services	1980 - 1983
Manager Construction Services	1976 - 1980
Project Manager	1970 - 1976
Senior Staff Engineer	1966 - 1970
ARNOLD PATRICK & ASSOCIATES	
Engineering, Construction and Sales	1959 - 1966
ASSOCIATED ENGINEERS, INC.	
Design Engineer	1956 - 1959
WORLDWIDE OIL COMPANY	
Construction Engineer	1954 - 1956

SAMPLE OF ACCOMPLISHMENTS:

Contract Negotiations

- Conceived and directed "win/win" strategy for $40 million cost plus design/construct contract for construction and installation of $180 million process equipment. Project completed on time and under budget with fair profit to contractor and excellent job for owner.
- Conducted in-depth research of manufacturers' costs on an expendable product and negotiated a 48 percent price reduction from low competitive bid resulting in savings of $264,000 per year.

Claim Settlement

- Negotiated a $360,000 settlement of a $1.2 million construction claim.
- Managed corporate responsibility for construction and vendor claims over $500. Reviewed claims, considered merit, offered strategy, and advised/counseled purchasing agents. Participated directly in many settlement negotiations.

Project Management

- Project Manager for "green site" manufacturing facility with bulk of construction during severe winter conditions. Project completed on time and within budget.
- Managed department of 19 project managers/engineers with responsibility for $70-$80 million projects per year. Most projects were within operating plants and most were completed within budgets and schedules.

Construction Management

- "Hands on" site construction manager for numerous projects within operating plants with responsibility for planning, scheduling, coordinating subs, interfacing with production, expediting, budgets, and schedules.
- Developed and implemented Engineering Construction Standards that were expanded to Engineering Standards Program still in use.
- Developed and implemented Construction Contract Administration Procedures still in use.

Capital Procurement

- Key contributor to Capital Projects Purchasing Procedures Manual development and prime implementor thereof.
- Managed corporate responsibility for capital procurement in excess of $100 million per year.

Capital Improvement Programs

- Adapted and implemented an expense lease type program to enable needed production improvements without using limited capital funds. Will recover $4 million capital funds already spent which will improve cash flow situation.
- Developed a program for capital spending forecasting to simplify reporting via personal computers and to assist upper management in making critical capital decisions.
- Developed and conducted training seminars for project managers/engineers and purchasing managers/agents company-wide on Project Management, Construction Contract Administration, and Capital Procurement.

EDUCATION:

M.B.A., John F. Kennedy University of California
B.S.M.E., Oregon State University

Sample resume for turning earlier positions into a part-time job

JAMES PARKER
7907 Broderick Street
Denver, Colorado 80202
(303) 994-4521

OBJECTIVE: Hardware Store Sales (part-time)

SUMMARY OF QUALIFICATIONS:

- Experienced in all aspects of house repair
- Skilled in auto repair
- Extensive knowledge of tools and equipment
- Good at communicating instructions

WORK HISTORY:

Over 25 years experience in construction and utilities industries:

Colorado Gas & Electric—10 years experience in positions as Groundsman and Cable Splicer

Werner Construction—9 years experience as Carpenter

U.S. Navy—8 years in various positions as a mechanic

SKILLS AND EXPERIENCE:

Remodeling

- Upgraded all plumbing and electrical systems, consistent with current building codes, in two Victorian-era houses.
- Designed and constructed family room, bedroom, and bathroom to increase living space by 300 square feet.
- Installed dishwasher, built-in double oven, gas range top, and trash compactor as part of kitchen remodeling project.

Auto Maintenance

- Completely restored Model-T Ford to running condition.
- Overhauled or rebuilt several automotive engines.
- Performed routine and preventive maintenance, including diagnostic work, on various vehicles (foreign and domestic).

Communications

- Supervised all work of 17-person electric maintenance crew.
- Instructed employees in new procedures and techniques as dictated by changing technology and company requirements.

EDUCATION:

A.A., Metro Junior College
Auto Mechanics School—U.S. Navy

Sample resume for turning a hobby into a part-time job.

MARIA V. PERKINS
344 Monte Vista Avenue
East Lansing, Michigan 48823
(517) 654-9329

OBJECTIVE: Antique Store Sales Associate

PROFILE:

- Self-motivated, energetic, dependable, and well-organized
- Excellent communications skills
- 15 years of serious interest and experience with antiques

SUMMARY OF BACKGROUND:

Knowledge of antiques:

- Researched and acquired over 50 Early American period pieces for personal collection.
- Organized community benefit antique auction of 250 pieces valued at more than $50,000.
- Refinished/restored antique furnishings and jewelry.
- Volunteered as a docent in the "Louis XIV Room" at the Brookhaven Museum.

Administration/Record Keeping:

- Managed all inventory control procedures at three plant locations.
- Analyzed, interpreted, and corrected over 15 various corporate general ledger accounts.
- Maintained payroll records for up to 100 employees.

Communications:

- Conducted new employee orientations.
- Interviewed and trained clerical staff of 12.
- Served as liaison between sales force of eight and a variety of customers.

PROFESSIONAL EXPERIENCE:

ABC Corporation, Chicago, IL — 1973 - 1988
Administrative Assistant

Bay's Department Store — 1965 - 1973
Sales Clerk

ADDITIONAL TRAINING:

Docent training, Brookhaven Museum

Sample resume for a professional who wants to move from a large to a small company

ROBERTA HAYES

1370 Blue Valley Road
Oakland, CA 94610

415-936-4643 Home
415-271-3001 Work

OBJECTIVE: FINANCIAL/GENERAL MANAGEMENT in a small to mid-sized organization

SUMMARY: Wide range of skills and experience in finance, investor and public relations, industrial sales and marketing, project management, and administration. Team player.

EMPLOYMENT HISTORY:

BETTER METALS CORPORATION	1959-1987
Assistant to the Chairman	1986-1987
Manager, Special Corporate Projects	1984-1985
Director, Investor Relations	1975-1983
Senior Financial Analyst	1970-1974
Product Marketing	1966-1967
Sales Representative	1959-1965

PROFESSIONAL ACCOMPLISHMENTS:

Project Management
Managed a project to develop and execute a plan for handling a money-losing division that resulted in the sale of the business.

Initiated and implemented reorganization plan which reduced layers of management at corporate headquarters, resulting in 20 percent fewer positions and more rapid decision making.

Financial Management
Significant background and knowledge in short-term (cash, budgeting, forecasting) and long-term (capital structure, financial strategy, financing, dividends) financial management.

Evaluated financial implications of capital projects, business opportunities, financings, dividends, and other projects and recommended most effective options.

Communications
Functioned as primary company spokesman communicating information to institutional and individual shareholders, potential investors, street analysts, and other members of the financial community.

Wrote speeches and various communications for Chairman and CEO to a variety of constituencies on topics ranging from community involvement to shareholder updates.

Sales and Marketing
Sold metal products in sales territories in Washington, Pennsylvania, and New England to a variety of customers. Extensive exposure to manufacturing and distribution businesses.

Evaluated various field technical, product or manufacturing problems and communicated with manufacturing, engineering, and research personnel to coordinate activities and resolve matters.

Trained industrial metal distributor sales personnel in aluminum product knowledge and conducted a joint sales effort to enlist their support in promoting aluminum products.

Analyzed and evaluated production, pricing, and sales problems in an industrial product marketing group.

EDUCATION:

M.B.A. (emphasis in finance), University of California, Berkeley

B.A. degree in International Relations, University of Pacific, Stockton, CA.

OTHER ACTIVITY:

Member of the Board of Directors of Oakland Credit Union.

Sample resume for a worker with no previous paid work experience

MARY JONES
111 Peacock Lane
Springfield, Pennsylvania 19064
(215) 575-0734

OBJECTIVE: Position in child care or teaching with a private school or day care center.

HIGHLIGHTS OF QUALIFICATIONS:

- Extensive experience with young children
- Strong communication skills with children, clarifying their problems and needs
- Sensitivity to working with parents from diverse backgrounds.

RELEVANT EXPERIENCE:

Teaching:

- Developed and implemented new curriculum ideas for nursery school children, including a unit on the people of China.
- Taught games, activities, and art and crafts projects and tutored young children in writing and English.

Other experience with children:

- Raised three children and currently involved with five grandchildren.
- Read stories as a volunteer storyteller for library's pre-school reading group program.

Communications:

- Facilitated communication among parents in various parent-teacher organizations and between parents and administrators.
- Key member of team publishing school newsletter to inform community of important school news.

EXPERIENCE SUMMARY:

Over ten years experience as classroom volunteer in pre-school and elementary classrooms and as volunteer in Oak Grove Library.

Significant background in communicating with administrators and parents as P.T.A. officer and as parent representative to Jackson Elementary Site Council.

RELEVANT TRAINING:

Parent Effectiveness Training courses.
University Extension classes in teaching art and in multi-cultural education.

AARP is the nation's largest organization for people age 50 and older. It serves their needs and interests through legislative advocacy, research, informative programs, and community services provided by a network of local chapters and experienced volunteers throughout the country. The organization also offers members a wide range of special membership benefits, including *Modern Maturity* magazine and the monthly *Bulletin*.

AARP's Work Force Programs Department has other materials, publications, and programs that may be of interest to the older job seeker, including AARP WORKS, an employment planning program implemented by volunteers in many cities around the country (see below for AARP WORKS brochure).

A single, free copy of each publication listed below may be ordered by sending a postcard with your name and address to AARP Fulfillment, 601 E Street N.W., Washington, DC 20049. Be sure to include the title and stock number of each publication. Allow 8 weeks for delivery.

(D14974) AARP WORKS brochure

(D12403) Working Options: How to Plan Your Job Search, Your Work Life

(D13761) Social Security Earnings Limit: Q & A for Older Workers

(D12386) Age Discrimination on the Job

(D13990) Look Before You Leap: A Guide to Early Retirement Incentive Programs

(D13533) A Guide to Understanding Your Pension Plan: A Pension Handbook

For more information about AARP's efforts on behalf of older workers, write to AARP Work Force Programs Department, 601 E Street, N.W., Washington, DC 20049.

American Association of Retired Persons
601 E Street, N.W.
Washington, DC 20049

PW4548(695) ● D13961